United Nations DP/DCP/COL/2

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

Distr.: General
7 July 2015

Original: English

Second regular session 2015
31 August - 4 September 2015, New York
Item 5 of the provisional agenda
Country programmes and related matters

Country programme document for Colombia (2015-2019)

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I. Programme rationale

1. Colombia is facing a historic opportunity. Peace talks between the Government of Colombia and the Revolutionary Armed Forces of Colombia represent a real possibility – the first in 25 years – of reaching a negotiated end to the armed conflict. That process should open the door to greatly reducing the inequalities and social and environmental conflicts that block sustainable human development. With its immense economic and environmental potential, Colombia aspires to becoming a member of the Organisation for Economic Co-operation and Development (OECD) and a model for peacebuilding and social innovation.

2. Economic conditions to meet these goals are encouraging. Colombia is the fourth-largest economy in Latin America, with macro-economic stability, low inflation and sustainable economic growth. The gross national per-capita income of $11,960 in 2013 placed Colombia among upper-middle-income countries, and the 4.3 per cent growth of its gross domestic product over the past 15 years is above the regional average (3.8 per cent).

3. Notwithstanding good economic performance and increased social policy spending, the Gini index has remained fairly constant, at 0.535 over the past 20 years, and disparities exist across population groups and geographical areas. Between 2000 and 2014, conditional transfer policies contributed to reducing the population living below the international poverty line ($ 1.25/day) from 49.7 per cent to 28.5 per cent. The human development index is high (0.711 in 2013), and Millennium Development Goals targets in poverty, universal primary and secondary education, and infant mortality reduction are likely to be achieved in 2015. However, levels of gender inequality, informal employment, maternal mortality and teenage pregnancies were not equally responsive to public policies. Strategies to generate decent employment are limited, and there is little use of information systems and data-based evidence to formulate new multidisciplinary policy solutions. The country has had limited results in reducing inequality. Women face an unemployment rate twice that of men and earn wages 21 per cent lower[1], despite their higher educational levels[2]. Afro-Colombian households, which represent around 10.5 per cent of the population, have a per-capita income 20 per cent lower than that of non-Afro-Colombian households. In Bogota, 10 per cent of the population lives below the international poverty line, while in Cordoba, Choco and Cauca, rural and coastal areas far from urban centres, poverty rates reach 60 per cent. The poverty rate among the 6 million internally displaced persons is more than three times the national average.

4. Even though Colombia is considered to be one of the five most environmentally mega-diverse countries in the world, the environmentally richest areas register the lowest well-being indicators. The drop in oil prices, which represents 50 per cent of foreign trade revenues, could affect government capacity to finance peacebuilding and poverty reduction policies. This state of affairs should create an incentive to explore options for innovative, inclusive and sustainable productive strategies.

5. Economic growth is dependent on extractive industries that create environmental impacts, disregard risks associated with climate change and generate social tensions. The size of the mining and energy sector rose from 5 to 11 per cent of gross domestic product between 1992 and 2012, increasing the pressure on natural resources and traditional forms of rural production that depend on ecosystem services.[3] Colombia is vulnerable to natural hazards

1 Ministry of Labor: http://www.mintrabajo.gov.co/equidad/enfoque-de-genero

2 UNDP, Millennium Development Goals. http://www.pnud.org.co/sitio.shtml?x=75016#.VLRvK1cbBE5

3 *Socio-environmental Conflicts in Colombia: Inventory, Characterization and Analysis Tools*. http://www.boletinesp-univalle.info/index.php/investigacion-y-accion-3/25-sin-foto/137-conflictos-socio-ambientales-en-colombia-inventario-caracterizacion-y-herramientas-para-su-analisis

and climate change, and lacks gender-sensitive risk-prevention strategies. Between 2011 and 2012, the economic costs of the 'La Niña' weather phenomenon were calculated at 2 per cent of gross domestic product. Urban development, extensive cattle ranching, and land restitution processes have continued to generate social conflicts over land property. Many of these conflicts are settled violently because affected population groups lack cultural and legal institutions to settle disputes and resolve conflicts in a non-violent manner.

6. Despite longstanding decentralization processes, in many regions citizens face obstacles to to benefiting from inclusive governance, rule of law and access to high-quality state services. This is partly due to a limited institutional capacity, particularly coordination, transparency, and accountability mechanisms, and a lack of citizen capacity to claim legal and human rights. The smallest municipalities (up to 20, 000 inhabitants, mainly in rural areas) have the biggest gaps in the provision of public goods due to administrative inefficiency and a lack of effective mechanisms to tackle corruption.[4]

7. There are democratic deficits in the political system that limit an equitable and representative participation in decision-making processes. The under-representation of women, ethnic minorities and youth (just 16 per cent of electoral posts are occupied by women)[5] is notorious. Moreover, there is room to improve the balance of power among the courts, the presidency and Congress to increase confidence in democracy: in 2013 only 20 per cent of the population expressed satisfaction with democracy in Colombia.[6]

8. Citizen insecurity, impunity and obstacles to accessing justice is are sources of grievance among the general public. Although violence associated with the armed conflict has been declining since the start of peace negotiations in 2012, and 2014 had the lowest homicide rate in the last 30 years (28 per 100,000), Colombia remains the second most violent country in Latin America. Several armed illegal actors (beyond the Revolutionary Armed Forces of Colombia) operate illicit economies in various regions, exerting social control on communities. Since 2004, reports of extortion increased by 105 per cent, and reports of intra-family violence and sexual crimes against women increased by 143 per cent and 152 per cent, respectively.[7] Although in decline in recent years, targeted killings of human rights defenders and social leaders persist, with a marked increase in the first trimester of 2015. In the context of transition to peace, it will be essential for government officials to guarantee law and order and citizen access to 'peace dividends' in the form of civil, political, social, economic and cultural rights.

9. Internal armed conflict has marked the history of Colombia since independence, generating successive humanitarian crises. Between 1985 and 2014, there were more than seven million victims[8], 80 per cent of whom were internally displaced persons. Grievances over land tenure remain unresolved. In addition, two-thirds of those dispossessed of their land are afraid of re-victimization by armed actors should they seek restitution[9]. In 2014 alone, 55 defenders of land restitution processes were killed.[10]

10. Partial agreements on rural development, political participation and illicit drugs, as well as an agreement on humanitarian demining, have been reached with the Revolutionary Armed Forces of Colombia at the Havana peace talks. Negotiations with the National Liberation Army are being explored. However, society remains polarized about how to achieve peace and development, and capacities to implement a peace agreement, including

4 Transparency for Colombia. Municipal Transparency Index 2008-2009.

5 UNDP: http://www.revistahumanum.org/revista/infografia-representacion-politica-y-mujeres-en-colombia/

6 DANE 2013: http://www.dane.gov.co/files/investigaciones/ecpolitica/bol_ECP_13.pdf

7 Ministry of Defense.(2015) Monthly Report

8 National Center for Historic Memory (2014): www.centrodememoriahistorica.gov.co

9 *Agrarian Property Rights Restitution and Regulation Observatory* (2014), 'Restitution and Its Problems', p.17.

10 *We Are Defenders* (2015): http://wwwsomosdefensores.org/index.php/en/

policies on rural development, political participation, illegal crop substitution, victim reparation and community-based reintegration of ex-combatants, are limited. The demobilization of paramilitary forces, in 2005, showed the difficulty of advancing social and economic initiatives for early recovery to foster reconciliation and decrease rates of recidivism[11].

11. Between 2008 and 2014, UNDP made notable contributions to the peace process and poverty reduction efforts. The *Human Development Report: Rural Colombia, Reasons for Hope* became a key input to the presidential mission designed to provide policy advice for rural development, the law on victims and land restitution and the government-civil society dialogues to strengthen family-based agriculture. At the request of the negotiators and in partnership with other United Nations organizations, UNDP collected 8,465 citizen proposals for the peace process in nine civil society forums in different regions of the country. Through 18 'employment and entrepreneurship centres' and an inclusive economic development strategy, 12,000 new jobs were created and livelihoods strengthened for close to 100,000 people living in conditions of poverty or extreme poverty. Since 2010, more than 70 subnational action plans have been implemented using the Millennium Development Goals Acceleration Framework methodology.

12. The above results, backed up with evaluative evidence, show that the comparative advantages of UNDP lie in: (a) its territorial reach; (b) its perceived impartiality and its mobilization and partnership-building capacity with civil society, state institutions, and the private sector; (c) its agenda-setting capacity; and (d) the creation and transfer of technical skills for governance and the articulation of different levels of government.[12] Evaluations also conclude that UNDP, together with other United Nations organizations, is well positioned to support national efforts to promote the peacebuilding and the post-2015 development agenda. In addition, UNDP has the comparative advantage to act as a strategic ally in enhancing the position of Colombia as a provider and recipient in South-South and triangular cooperation schemes, in line with its growing lead role in international relations[13].

13. Evaluations suggest that UNDP could have been more effective had it taken advantage of synergies among diverse initiatives and programme areas and deepened inter-agency contributions. Interventions should focus on regions, defined as a conjunction of municipalities associated by geographical proximity, shared economic dynamics, and similar cultural heritage, rather than on political subdivisions. At the programmatic level, evaluations evidence the need to articulate national and subnational interventions, involving non-traditional actors and promoting network interventions and inclusive alliances (national-local and public-private).

II. Programme priorities and partnerships

14. The programme approach is framed within the priorities established by the national development plan, 2014-2018, and responds to the government request for a greater focus on areas where UNDP holds a comparative advantage. The programme seeks to support government efforts to transition towards peace and consolidate its position as an upper-middle-income country with OECD membership. This will imply a transformation of its relationship with UNDP towards the end of the present cycle, shifting from poverty relief and peacemaking strategies to inclusive democratic governance to protect and promote rights for all, and partnering in social innovation for South-South cooperation.

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11 *Evaluación de resultados política de reintegración*, p.202. Econometría (2010)

12 Arbulú (2014), Support for the Country Office, Evaluative Evidence: UNDP Colombia Design of a New Country Programme, p.6.

13 *International Cooperation for Development in Colombia*. Presidential Agency for International Cooperation. Colombia (2014)

Inclusive and sustainable growth

15. Together with the national poverty relief institutional network, composed of the National Agency for Extreme Poverty Eradication, the Administrative Department for Social Prosperity and the National Development Agency, UNDP will provide technical assistance and advocacy in designing and implementing sustainable, scalable policies to increase productive capacities, create employment, secure sustainable livelihoods and provide access to inclusive finance strategies. UNDP will capitalize on its experience in designing and piloting inclusive economic development strategies oriented towards the most excluded populations, which include innovative entrepreneurial models and labour inclusion strategies. UNDP will advocate for addressing the structural causes behind female poverty and gender inequality in coordination with UN-Women, and will help to address the specific needs of indigenous and Afro-Colombian populations in the Pacific and Caribbean regions, where poverty traps are more prevalent than in other regions.

16. Previous results at the subnational level show that the Millennium Development Goals Acceleration Framework is a powerful tool for knowledge generation and targeted actions for poverty relief. Drawing on this experience, UNDP will work in collaboration with UNFPA, the National Development Agency and the National Administrative Department of Statistics to strengthen national and local information systems for the collection, processing and analysis of environmental, social and economic data to drive progress on the sustainable development goals. UNDP will advocate on the multiple hidden dimensions of well-being, drawing on the regional human development report, 2016. Emphasis will be placed on subnational disaggregation of sustainable development goals metrics that can provide data to underpin multidimensional public policies to close socioeconomic and gender gaps and guarantee human rights. UNDP will bring together traditional and non-traditional actors, including foundations and the private sector, to support the work of the National Inter-institutional Commission in preparing and effectively implementing the post-2015 agenda, and monitoring the sustainable development goals.

17. In strategic partnership with the private sector, UNDP will advocate and provide technical assistance to the Ministry of Environment and Sustainable Development to reduce the environmental impact of certain economic sectors, including the extractive industries, agriculture and cattle ranching. In collaboration with the United Nations Environment Programme, UNDP will help identify carbon reduction potentials across multiple productive sectors, and will downstream this knowledge to subnational governments in order to help in the implementation of carbon reduction strategies. To foster the development of resilient livelihoods in the most vulnerable areas, UNDP will promote gender-sensitive conservation, sustainable use of biodiversity, adaptation to climate change and risk prevention, in partnership with the Food and Agriculture Organization, UN-Women, the National Agency for Extreme Poverty Eradication, the Administrative Department for Social Prosperity, the Administrative Unit for Territorial Consolidation and the National Unit for Risk and Disaster Management. UNDP will develop innovative alternatives for using biodiversity and ecosystem services based on best international practices in order to capitalize on the environmental endowments of Colombia and strengthen livelihoods among the most vulnerable populations, particularly women, Afro-Colombians, and indigenous people, who live in places with the greatest biodiversity.

Inclusive governance for urban and rural development

18. Based on its experience in creating and transferring technical skills, UNDP will work with subnational governments and other local institutions, such as autonomous regional corporations, in their capacity as duty-bearers to implement strategies for inclusiveness, accountability and effectiveness. Emphasis will be placed on transferring gender-sensitive policy instruments and methodologies with proven efficiency to address bottlenecks,

including disaster risk prevention. UNDP will strengthen its partnership with the Ministry of Information and Communication Technologies for innovative solutions to guarantee the effective provision of state services.

19. UNDP will promote inclusive governance especially in rural areas, targeting municipalities with up to 20,000 inhabitants. With the ministries of finance and internal affairs and the National Development Agency, UNDP will advocate for a 'risk lens' and a gender approach in the formulation of subnational development plans. UNDP will strengthen local democracy and support government efforts to enhance transparency through sustainable accountability processes. In partnership with the Ministry of Internal Affairs, UNDP will operate leadership training that empowers citizens to participate in formulating and monitoring subnational development plans. UNDP will involve women's organizations in advocating for gender-sensitive governance, and will promote strategies that increase the voice of rural women, young leaders and ethnic minorities so as to promote informed, effective public policies.

20. UNDP will work with academia and public institutions to design proposals that further modernize the democratic system. These will include proposals to improve the balance of power and the technical and programmatic work of political parties. In association with political parties and experts, UNDP will promote the entry of young people, women, and ethnic minorities into politics and strengthen party think tanks to ensure that policy initiatives from political parties in Congress are underpinned by sound analysis supported by empirical evidence.

21. In coordination with subnational authorities and civic organizations, UNDP will support the National Development Agency, the Ministry of Post-conflict, the National Police Force and the ministries of justice and internal affairs to develop comprehensive rights-based preventive models for citizen security, coexistence and increased access to justice in rural and semi-urban areas. UNDP will work to adapt those models to security challenges, particularly in the context of a transition to peace. UNDP will promote debates about the models of masculinity that reinforce and perpetuate not just gender-based violence but violence in general, and will advocate for gender-sensitive policy responses.

22. Finally, working with the Ministry of Foreign Affairs, the Presidential Agency for International Cooperation and the National Development Agency, UNDP will enhance government capacity to position itself as a strategic ally to receive and channel South-South and triangular cooperation and as a reference point in areas such as peacebuilding and social innovation. It will support the strengthening of cooperation schemes and implementation of knowledge management frameworks that allow for successful experience-sharing.

Peacebuilding and peaceful conflict transformation

23. Its territorial reach and impartiality position UNDP to play a mediating role in the peaceful transformation of violent conflicts, especially at the local level. These advantages will underpin its broad advocacy strategy to communicate the benefits of peace negotiations to population groups that are dubious about the guerrillas' commitment to peace. UNDP will take advantage of its credibility as a third-party actor to promote information campaigns that augment social cohesion around the peacebuilding process. At the subnational level, UNDP will support the implementation of citizen participation mechanisms to voice people's concerns and promote participation in the peacebuilding process, particularly the differentiated concerns of women, Afro-Colombians and indigenous groups, who have been especially affected by the armed conflict.

24. Within the framework of a broader United Nations post-agreement strategy, and in coordination with the Ministry of Post-conflict and the Office of the High Commissioner for Peace, and relying on a network-based approach that includes private, public and

development aid partners, UNDP will implement early recovery schemes in coordination with other United Nations organizations. The schemes include emergency jobs, diversified livelihoods opportunities, and rehabilitation of community infrastructure using a 'cash for work' model in municipalities most affected by the armed conflict. The purpose is to bring tangible, social and economic peace benefits to victims and ex-combatants, creating strong incentives to keep this population away from the war.

25. UNDP, together with the Office of the United Nations High Commissioner for Human Rights and the United Nations High Commissioner for Refugees will offer to work with the executive and judiciary branches to strengthen the institutional capacity to guarantee victims' rights to truth, justice, reparation and non-repetition. UNDP assistance will capitalize on its added value in providing the best international practice and accumulated experience working with transitional justice and peacebuilding. It will also facilitate mechanisms to encourage victims' advocacy for their own rights.

26. Emphasis will be placed on strengthening local government capacities to implement existing and new victim reparation schemes so as to reduce the rural diaspora of internally displaced people seeking reparation and new opportunities in urban areas. This work will have a differentiated approach, contributing to the elimination of ethnic and gender stereotypes and positioning women as agents of positive change. UNDP will support national institutions to build the capacities needed for long-term peacebuilding, promoting an effective institutional design for peace based on good practices in similar contexts and encouraging a context-based approach.

27. Finally, based on the ability of UNDP to engage in successful policy transfers, community-based conflict resolution mechanisms will be implemented to build resilient communities capable of reconciliation and peaceful transformation of social and environmental conflicts. The work will focus on rural and peri-urban areas, particularly in the Pacific region, where prevailing conflicts over land tenure between indigenous people, extensive monoculture farmers, Afro-Colombians and extractive industries are hindering sustainable human development. These mechanisms will facilitate the creation of legal and cultural context-specific institutions that can be transferred to targeted population groups or state actors to promote a non-violent transformation of conflicts and build awareness of human rights. Key partners in this effort will include UN-Women, the Presidency of the Republic, the Office of the High Commissioner for Peace, the National Development Agency and the ministries of culture, post-conflict, justice, internal affairs, mines and energy, environment, and victims' organizations. Drawing from best practices of the previous programme, all mechanisms will rely on women's leadership capacity to coordinate peacebuilding processes in communities with low social capital.

III. Programme and risk management

28. This programme will be nationally executed under the Ministry of Foreign Affairs and the Presidential Agency for International Cooperation as the official and technical coordinators of international cooperation. UNDP direct execution could be utilized in the event of *force majeure*. National implementation will be the default implementation modality, with UNDP will providing administrative and management support as needed. Other modalities might be pursued, including with United Nations organizations or non-governmental organizations, with direct implementation by UNDP to achieve particular objectives and in line with institutional procedures. The programme will be operated on principles of results-based management to ensure effectiveness. Fast-track procedures for rapid response may be requested as needed. UNDP social and environmental standards will be applied systematically to ensure that development remains inclusive, human rights-based and protective of the environment.

29. The programme is aligned with the priorities enumerated in the national development plan, 2014-2018, the United Nations Development Assistance Framework, and the UNDP strategic plan, and incorporates sustainable development goals in its implementation strategy. A programme management committee will be set up with the national counterparts responsible for coordinating international cooperation and other key institutions, such as the National Development Agency, to oversee programme implementation using an integral and interdisciplinary perspective.

30. The context requires a flexible programme to adapt to change. To ensure timely response in the face of peacebuilding challenges, territorial reach and administrative capacities will be strengthened through a multi-annual investment plan. The reach will be based on government and United Nations system prioritization, and variables relevant to the UNDP mandate. The good economic results of Colombia, and its consolidation as an upper-middle-income country, may lead to deep-seated changes in its relationship with UNDP, including a potential reduction of development aid. UNDP will expand its partnership strategy, seeking alliances with new stakeholders, such as multilateral development banks, the private sector and national institutions. South-South cooperation will permeate programme implementation.

31. The achievement of the programme will require UNDP to maintain a strong leadership role as coordinator of the United Nations system in Colombia, in particular in the design and implementation of innovative, scalable and sustainable interventions to intractable development challenges at the subnational level, and in the promotion of unified resource mobilization and partnership building strategies.

32. The main programme risks are related to the results of the peace negotiations. If no citizen-validated agreement is reached, political polarization, conflicts and humanitarian and development setbacks could increase. The presence of other armed groups, illegal economies and other factors could mean that, even should the armed conflict end, there would be no immediate decrease in violence. Programme flexibility and maintaining installed subnational capacities are vital to mitigating these risks. If peace agreements are not achieved, UNDP will have to strengthen its peacebuilding capacity in a context of conflict. The electoral processes in 2015 and 2018 are likely to change the policy priorities of subnational and national governments. To mitigate the risks, UNDP will build trust through continuing dialogue with candidates and authorities from the entire political spectrum, aligning its initiatives with government plans, policies and programmes. Dependency on primary sectors and decreasing oil prices constitute risks to financing poverty relief and peace agreement-related initiatives. Those risks demand sound financial analysis from UNDP to support the Government in achieving sustainable alternative sources of income. A strategic assessment of current and potential partnerships will be advanced as a stepping-stone to forging new alliances. Finally, the environmental vulnerability of the country is a risk that has been incorporated into all the UNDP policy formulation strategies. Building resilient communities is a key element in reducing risk from natural disasters. The vulnerability produced by extractive industries will be addressed with a sustainable growth strategy focused on reducing the environmental impact of selected economic sectors.

33. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes is prescribed in the programme and operations policies and procedures and the internal controls framework.

IV. Monitoring and evaluation

34. Indicators, baselines and targets set bases for monitoring and evaluation. Most data will derive from national sources such as the National Statistics and National Development Agency, sector entities and other partners, and will be disaggregated by sex, age and other relevant variables. Data generation strategies will be designed to improve monitoring capacities and provide evidence and analysis, particularly locally and within the framework of the post-2015 agenda. UNDP will help monitor the United Nations Development Assistance Framework and the inter-agency information management and analysis system.

35. Reinforced with a comprehensive planning, monitoring, evaluation and knowledge management strategy, the programme will enhance its compliance with the harmonized approach to cash transfer, aiming to foster learning, accountability and flexibility in a changing context. The strategy will establish mechanisms to identify UNDP contributions to the multidisciplinary development results, to select innovative initiatives with a potential for replication, and to systematize development solutions to provide input to South-South and triangular cooperation.

36. The strategy will include: (a) a quality assurance support mechanism to ensure results-based management, monitoring and evaluation, a gender-based approach, identification of South-South cooperation opportunities, and capacity development; (b) a strategic evaluation plan to provide evaluative evidence to support strategic decision-making, learning and accountability; (c) an integral, multi-annual and interdisciplinary research agenda; and (d) an effective communications plan. To obtain the desired results, UNDP will maintain its Planning, Monitoring and Evaluation Unit with at least two dedicated staff and will invest at least 5 per cent of its regular resources in monitoring and evaluation.

Annex. Results and resources framework for Colombia (2015-2019)

National priority or goal
Pillars: Colombia at peace, equitable Colombia without extreme poverty, a better educated Colombia. Strategies: Social mobility, field transformation, good governance, 'green' growth

UNDAF (or equivalent) outcome involving UNDP:
2.1. Strengthen state capacities to decrease population and territorial gaps and progress towards equality and social mobility with a differentiated and gender-sensitive approach.

Related strategic plan outcome (for strategic plan 2014-2017)
1. Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

UNDAF outcome[14] indicators, baselines and targets	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines, and targets)	Major partners/ partnership frameworks	Indicative resources by outcome (in $ thousands)
Indicator: Multidimensional poverty index *Baseline:* 24.8% (2014) *Target:* 17.8% (2018) *Indicator:* Unemployment rate, disaggregated by sex, and age *Baseline:* 9.6% (female 11.9%; young people 15.8%) (2014) *Target:* 8% (Female 10.5%; Young people 13.8%) (2018) *Indicator:* National data collection, measurement and analytical systems in place to monitor progress on the post-2015 agenda and sustainable development goals *Baseline:* 0 (2014) *Target:* 15 (2019)	*Source:* DANE (national development plan – NDP 2014-2018) *Frequency:* Yearly *Responsibilities:* DANE *Source:* DANE (NDP 2014-2018) *Frequency:* Monthly *Responsibilities:* DANE *Source:* UNDP *Frequency:* Yearly *Responsibilities:* UNDP	**National and subnational capacities developed to design and implement sustainable policies and strategies to reduce poverty and inequality from a multidimensional perspective with a gender-sensitive, differential approach** *Indicator:* No. of productive strategies that promote social inclusion for the population in a vulnerable situation adopted by the institutions *Baseline:* 3 (2015) *Target:* 8 (2019) *Indicator:* No. of strategies implemented by national and subnational institutions to guarantee achievement of sustainable development goals *Baseline:* 24 (2015) *Target:* 52 (2019) *Indicator:* No. of jobs and other livelihoods generated by sustainable entrepreneurial models and labour inclusion programmes, disaggregated by gender, ethnicity, and age *Baseline:* 11.980 (Female 6,770; Male 5,210) (2015) *Target:* 21.900 (Female 13,090; Male 8,810) (2019) **Collection, processing and analysis information systems for environmental, social, and economic measurement developed and targeted at formulating policies and programmes that close development gaps**	National Development Agency (DNP) Poverty Relief Agency National Agency for Extreme Poverty Eradication DANE Presidential Agency for International Cooperation (APC) Administrative Unit for Territorial Consolidation (UACT) Ministries of environment, industry and tourism, labour, trade, agriculture, finance National System for the Environment Institute of Hydrology, Meteorology and Environmental Studies Autonomous regional corporations National Unit for Risk and Disaster	***Regular*** 500.5 ***Other*** 92,401.057

[14] These indicators are drawn from the UNDP strategic plan and the national development plan, 2014-2018, to assure strategic alignment; they are not UNDAF indicators.

Indicator: No. of hectares deforested annually *Baseline:* 120.000 (2014) *Target:* 90.000 (2018) *Indicator:* Programmes implemented to reduce deforestation, gas emissions that produce greenhouse effects, and environmental degradation *Baseline:* 0 (2014) *Target:* 9 (2018)	*Source:* Ministry of Environment and Sustainable Development (MESD – NDP 2014-2018) *Frequency:* Every 4 years *Responsibilities:* MESD *Source:* MESD (NDP 2014-2018) *Frequency:* Every 4 years *Responsibilities:* MESD	*Indicator:* No. of information systems scaled up to national and subnational institutions directed to reduce development gaps *Baseline:* 27 (2015) *Target:* 73 (2019) *Indicator:* New human development reports prepared and used as an advocacy tool *Baseline:* 0 (2015) *Target:* 3 (2019) **Compensation and mitigation strategies to seek a transition into a 'green' economy implemented by productive sectors with the greatest environmental impact and by subnational institutions** *Indicator:* No. of national and subnational strategies implemented to advance toward a green, low-carbon economy *Baseline:* 12 (2015) *Target:* 20 (2019) **Resilient livelihoods strengthened by implementing conservation actions, sustainable use of biodiversity, adaptation to climate change, reduction of environmental degradation, and risk management** *Indicator:* No. of people that strengthen their livelihood through management of natural resources, ecosystem services, chemicals and waste, disaggregated by sex and Afro-Colombian populations *Baseline:* 23.900 – Female 8,100; Male 5,800; Afro 0 (2014) *Target:* 30.700 – Female 11,500; Male 19,200; Afro 3,00 (2019) *Indicator:* No. of schemes that expand and diversify the productive base through the sustainable use of biodiversity *Baseline:* 9 (2015) *Target:* 19 (2019) *Indicator:* No. of mechanisms that strengthen access of goods and environmental services to women *Baseline:* 2 (2015) *Target:* 5 (2019)	Management National Hydrocarbons Agency (ANH) UNEP FAO UN-Women UNICEF UNFPA Korea International Cooperation Agency European Union	

National priority or goal ***Pillars: Colombia at peace, equitable Colombia without extreme poverty. Strategies: Social mobility, field transformation, justice, and democracy for peacebuilding, good governance, 'green' growth***				
UNDAF (or equivalent) outcome involving UNDP ***1.2. Strengthen local and national mechanisms for citizen participation, local government capacities and exercising effective enjoyment of rights***				
Related strategic plan outcome (for strategic plan 2014-2017) ***3. Countries have strengthened institutions to progressively deliver universal access to basic services***				
Indicator: Citizen perception index regarding the quality and accessibility of public administration services *Baseline:* 59 (2014) *Target:* 65 (2018) *Indicator:* Municipalities with low integral performance index *Baseline:* 250 (2014) *Target:* 196 (2018) *Indicator:* Homicide rate *Baseline:* 27.8 per 100,000 inhabitants (2014) *Target:* 23 per 100,000 inhabitants (2018)	*Source:* National Administrative Department of Statistics – (DANE NDP 2014-2018) *Frequency:* Every 3 years *Responsibilities:* DANE *Source:* DNP (NDP 2014-2018) Frequency: Annual Responsibility: DNP *Source:* National Police (NDP 2014-2018) *Frequency:* Monthly *Responsibilities:* PONAL	**Capacities of the subnational institutions and environmental authorities developed to deliver accountable, inclusive, representative and gender–responsive state services that secure human rights** *Indicator:* No. of prioritized institutions that adopt strategies for accountable, inclusive, representative and gender–responsive state services *Baseline:* 192 (2015) *Target:* 272 (2019) *Indicator:* No. of multi-hazard national and subnational resilience and climate assessments that inform development planning and programming, taking into account differentiated impacts (such as on women and men) *Baseline:* 8 (2015) *Target:* 20 (2019) **Citizen empowerment, particularly for women and youth, to promote new leaders that are able to pursue their community's development** *Indicator:* No. of women and young people benefitting from private and/or public to support women's and youth's preparedness for leadership and decision-making roles *Baseline:* 879 – Female 779; Young people 100 (2015) *Target:* 1.349 – Female 1,149; Male 200 (2019) **Subnational and national capacities strengthened to formulate and implement rights-based and gender-responsive policies/plans to provide citizen security with coexistence and access to justice, particularly in rural areas.** *Indicator:* No. of new rights-based and gender-responsive strategies that strengthen citizen security and access to justice at local levels scaled to the national or subnational governments *Baseline:* 0 (2015) *Target:* 8 (2019)	DNP Ministries of post-conflict, interior, information and communications technology, environment Office of the High Commissioner for Peace Agency for Colombian Youth Transparency Secretariat Congress Ministry of Foreign Affairs APC Military and police forces Local and territorial governments UN-Women Electoral observation mission Netherlands Institute for Multiparty Democracy Electoral Observation Mission Sweden European Union	***Regular*** 500.5 ***Other*** 43,597.302

		South-South and triangular cooperation partnerships established and/or strengthened for development solutions, such as on peacebuilding and social inclusion *Indicator:* No. of new South-South and triangular cooperation partnerships that deliver measurable, sustainable development benefits for participants (national, regional, subregional, interregional entities) *Baseline:* 0 (2015) *Target* 8 (2019)		

National priority or goal
Pillars: Colombia at peace, equitable Colombia without extreme poverty. Strategies: Social mobility, field transformation, justice, and democracy for peacebuilding, good governance, 'green' growth

UNDAF (or equivalent) outcome involving UNDP
1.3. Strengthen national and territorial capacities for the transition to peace

Related strategic plan outcome (for strategic plan 2014-2017)
6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster situations

Indicator: Percentage of people in target sectors with improved perceptions of peace dialogues, disaggregated by sex and age *Baseline:* 29% (2015) *Target:* 49% (2019) *Indicator:* Internally displaced households that have initiated a safe return or relocation process in rural or urban areas with assistance from institutions that take part in the National System for Victims' Assistance *Baseline:* 24,000 (2014) *Target:* 230,000 (2018) *Indicator:* Land-restitution demands registered in the abandoned and land-grabbing database *Baseline:* 14,848 (2014) *Target:* 50,000 (2018)	*Source:* Polling centres *Frequency:* Quarterly *Responsibilities:* Polling centres *Source:* DNP (NDP 2014-2018) *Frequency:* Every 4 years *Responsibilities:* DNP *Source:* DNP (NDP 2014-2018) *Frequency:* Every 4 years *Responsibilities:* DNP *Source:* DNP (NDP 2014-2018) *Frequency:* Every 4 years *Responsibilities:* DNP	**Inclusive citizen participation mechanisms consolidated to incorporate the voice of civil society in the peace building processes, in articulation with public institutions and with emphasis on areas with high exclusion levels** *Indicator:* Peacebuilding strategic plans developed and implemented in selected areas *Baseline:* 0 (2015) *Target:* 12 (2019) *Indicator:* Percentage of proposals presented by civil society organizations/participants on polity frameworks and institutional mechanisms for consensus building in the peace dialogues *Baseline:* 0 (2015) *Target:* 70% (2019) **Capacities developed for the implementation of peace agreements in the enlistment, stabilization and rapid response processes, and in designing and implementing the institutional architecture** *Indicator:* No. of women and men benefitting from emergency jobs and other diversified livelihoods opportunities after a crisis, disaggregated by vulnerability groups *Baseline:* 0 (2015) *Target:* 100.000 (Female 50.000; Male 50.000) (2019)	Office of the High Commissioner for Peace Unit for Attention and Reparation of Victims APC UACT DNP Presidency of the Republic Ministries of internal affairs, justice, post-conflict, agriculture, culture, environment, mines and energy, labour Colombian Agency for Reintegration Unit for Land Restitution National Commission for Historic Memory Attorney General's Office ANH UNHCR OHCHR UN-Women UNFPA UNICEF United Nations Mine	***Regular*** 2,655 ***Other*** 115,198.641

Indicator: Comprehensive Transitional Justice Model designed and implemented progressively *Baseline*: 0% (2014) *Target*: 30% (2018)		*Indicator*: No. of prioritized national and subnational institutions that have the institutional capacity required to implement peace agreements *Baseline*: 6 (2015) *Target*: 15 (2019) *Indicator*: Percentage of organizations engaged in the management and implementation of early recovery that are women's organizations or networks *Baseline*: 0% (2015) *Target*: 40% (2019) **Victims' and institutional capacities developed to participate and influence public decision-making bodies related to attention, assistance and reparation that benefit the effective enjoyment of their rights** *Indicator*: No. of proposals presented by victims (individual and collective subjects of law) to influence public policies regulated by the victims' assistance law *Baseline*: 21 (2015) *Target*: 180 (2019) *Indicator*: No. of victims assisted in accessing the comprehensive reparation scheme established to overcome their vulnerable situation *Baseline*: 31,139 *Target*: 50,000 **Institutional capacity developed to assist victims and deliver effective implementation of transitional justice to guarantee the enjoyment of rights** *Indicator*: No. of victims' grievance cases officially attended to within transitional justice processes, disaggregated by sex *Baseline*: 50,567 – Female: 35395; Male 15,172 (2015) *Target*: 120.000 – Female 84,000; Male 36,000) (2019) *Indicator*: No. of national and subnational proposals that enhance coordination between institutions that deliver transitional justice measures *Baseline*: 14 (2015) *Target*: 17 (2019)	Action Service Victims' organizations Local governments Private sector Sweden Norway Spanish Agency for International Development Cooperation European Union Canada	

		Civic capacities of stakeholders in the prioritized territories developed to transform social and environmental conflicts in non-violent ways and to promote a culture of peace, co-existence and reconciliation *Indicator:* No. of regions in which tensions or potentially violent conflicts are peacefully resolved by national mechanisms for mediation and consensus-building. *Baseline:* 3 (2015) *Target:* 22 (2019) *Indicator:* No. of municipalities benefiting from projects that enhance a human rights and conflict transformation culture that promote individual and collective pro-social behaviour. *Baseline:* 3 (2015) *Target:* 16 (2019) *Indicator:* No. of proposals presented by women's organizations / participants on policy frameworks and institutional mechanisms for consensus-building and peaceful management of conflicts and tensions that are adopted *Baseline:* 0 (2015) *Target:* 2,962 (2019)			